

I. INTRODUCTION

Continuous and flexible planning has been a major activity and concern of the Board of Governors of the University of North Carolina ever since the board was created in 1972. The board adopted its first long-range plan in 1976. The most extensive and significant revision of that original plan was adopted by the board in 1992.

A. Preparation of the Plan

Early in 1990, the President and the Board of Governors called for a comprehensive review and reassessment of the currently assigned missions of each of the institutions within the University of North Carolina. Instructions and guidelines were provided to the chancellors, who were asked to initiate the development of a long-range plan for the coming decade.

The planning exercise was to lay the basis for a statement or restatement of institutional mission and of key educational goals and objectives for the 1990s. Each institution reviewed its current academic program offerings, its research and service functions, its administrative structure, and its enrollment patterns and trends to identify areas where change was needed. The proposed institutional mission statements and related materials were submitted to the President in January 1991.

Before making his recommendations to the Board of Governors, President Spangler asked four distinguished consultants to review the materials and give him their recommendations on the institutional proposals. The consultants also reviewed extensive information on cultural, demographic and economic trends in North Carolina, as well as past and current enrollment characteristics and trends and projections for the future.

The consultants presented their recommendations to the President and the Board of Governors in November 1991. In their report, they examined and addressed almost 300 proposals for new degree programs, an additional number of tentative program proposals, nine requests for institutional reclassifications, and approximately 75 requests for various organizational and administrative changes.

Upon receipt of the report, the Board of Governors requested the President to forward it, along with his own recommendations, to the board's Committee on Educational Planning, Policies, and Programs for consideration and action. The committee submitted its report to the full board in February 1992. The

board approved the report at its March meeting and requested the President to prepare, in consultation with the chancellors, a revised long-range plan for the University of North Carolina, for the period 1992-93 through 1996-97. Long-Range Planning, 1992-97 was adopted by the Board of Governors in November 1992.

Long-Range Planning, 1994-99, a revision and updating of that 1992 document, was adopted by the board in 1994. The schedule for future planning called for a revised plan to be adopted and published in 1995 in order to return to the normal cycle of revising the University's plan in odd-numbered years, a cycle that was interrupted in the early 1990s owing to the length of time required to prepare the 1992-97 plan. However, the large number of special studies mandated by the 1995 session of the General Assembly preempted preparation and adoption of a 1995 revision.

This "supplement" to the 1994-99 plan contains changes that could not be postponed until the preparation of the next scheduled plan, the 1998-2003 long-range plan. The special studies undertaken by the board in 1995-96 produced a large number of reports and recommendations that addressed important University needs and legislative mandates. Many of these new commitments were not clearly reflected in the strategic directions in the 1994-99 long-range plan. To remedy this and to highlight these emerging issues, an updated statement of strategic directions and strategies has been adopted. Because the biennial revision of the long-range plan is the point at which constituent institutions may request authorization to plan new academic degree programs, the preparation of a "supplement" also gave them a brief "window of opportunity" in which to submit their most pressing requests for change.

B. The Scope and Content of the Plan

Part II of this plan contains an update, where available, of the demographic and educational context described in the 1994-99 plan. Enrollment projections for the University of North Carolina through the fall of 2005 are also provided.

Part III sets forth a statement of overall mission for the University of North Carolina and notes the constitutional and statutory mandates which help to shape that mission.

Part IV contains an updated statement of strategic directions which the Board of Governors